

Lesson : Leadership: Basic approaches to leadership

Are you ready for discussion?

Read Chapter 12 of the Text Book: Organizational Behavior (page 171-197) by Robbins, S. P., Judge T. A. and Campbell, T. T. (2010). Prentice Hall, Pearson. Next questions could be a leading guide in your learning process. Answer them; these are part of the continuous evaluation to be hold in the classroom.

1. Which are the differences between Leadership and Management?
Which of them is more important for running a company?
All managers are leaders?
In an organization, all leaders should be managers?
2. Explain Traits theory. Do these theories help to distinguish between effective and ineffective leaders?
3. How are related Traits theories and Big Five personality framework?
4. Which is the main difference between Trait Theories and Behavioral Theories?
5. Which are the main schools of Behavioral Theories? Explain each of them.
6. Did the behavioral theories success in identifying consistent relationships between leadership behavior and group performance? Discuss your answer.
7. Do you agree or disagree with next statement: "Leadership cannot be for everyone, and we make a mistake in thinking that everyone is equally capable of being a good leader"?

Read the text on page 332 "Leaders are born, not made" and be ready for a discussion.

8. Explain the Three key contingency theories in Leadership.
 - Fiedler's Model (and Cognitive resources theory)
 - Hersey and Blanchard's Situational Leadership Theory
 - Path-Goal Theory by Robert House
9. Which is one of the main limitations of contingency theories?
10. Explain Leader-Member Exchange (LMX) Theory
11. Explain Leader-participation model, Decision Theory by Vroom and Yetton.
12. Analyze Exhibit 12.1 on page 329. Based on Leader-participation model of Vroom and Yetton, from your point of view which leadership style should be developed?
13. According to research leadership in Europe is different from one country to another. Analyze the figures on page 329-330. Do you think that cultivating an international perspective is important for leaders? Which is your opinion about "Ulysses programme" developed by PwC?
14. Discussions on Ethical dilemma (page 333) / CASE INCIDENT 1 (page 334) / CASE INCIDENT 2 (page 334).